

AFFIRMATIVE ACTION
REPORT
1985 ~ 86

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The City College

**THE GEORGE BROWN COLLEGE
OF
APPLIED ARTS AND TECHNOLOGY**

AFFIRMATIVE ACTION REPORT

1985 - 1986

**D. E. Light
President**

**J. Kingshott
AAAC Coordinator**

April 1985

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SECTION I

ANNUAL REPORT ON AFFIRMATIVE ACTION, 1984 - 1985

ANNUAL REPORT ON AFFIRMATIVE ACTION

1984 - 85

A review of the 1984 - 85 activities of the Affirmative Action Advisory Committee (AAAC) indicates several important highlights. For example:

1. April 1984 - the second annual "Why Not Technology? A Woman's Day" at Casa Loma for 350 guests who enjoyed a guest speaker, panel, discussions, free lunch, information booths, film, and tours/displays/demonstrations in technical areas.
2. May 1984 - a half-hour presentation to the Board of Governors by the executive coordinator and four chairs of subcommittees.
3. May 1984 - four half-day sessions of Wen-Do (self-defence training for women) to 12 staff from the Registrar's and Student Services Departments.
4. May, June 1984 - two half-day workshops on assertiveness training for 12 staff in the Registrar's Department.
5. October 1984 - all-day seminar on "(Dis) Stress: Causes, Symptons, Cures" at Casa Loma for 26 staff from all campuses.
6. November 1984 - second annual dinner for members of the AAAC with certificates of appreciation to former members and welcome to new members.
7. December 1984 - submission of three departmental objectives to the President's Advisory Council in support of the College's overall objectives for 1985 - 86, thus integrating the AAAC with the internal planning process of George Brown College.
8. December 1984 - one-hour seminar on child care for students in Basic Training for Skill Development (BTSD) at Casa Loma.
9. December 1984 - screening of the film Killing Us Softly: The Image of Women in Advertising to three post-secondary English classes at Casa Loma.
10. January 1985 - one-hour seminar on "Equal Pay for Work of Equal Value" at Casa Loma for all staff and students and the general public.
11. January, February 1985 - eight-hour non-credit course on "Mind Your Own Business" at Casa Loma for students considering establishing/operating their own business.
12. February 1985 - screening of the film Stand Up and Be Counted at Casa Loma for all staff and students, followed by a discussion and reception to meet members of the AAAC.

13. February 1985 - one-hour seminar on "Violence Against Women and Children" at Casa Loma for all staff and students and the general public.
14. March 1985 - distribution and analysis of pilot questionnaire on sexual harassment to selected classes and staff at Kensington.
15. March 1985 - one-hour presentation on sex-role bias and stereotyping to Visual Arts staff of Graphic Arts Department at St. James.
16. March 1985 - one-hour seminar on "The Equality Clause of the Canadian Charter of Rights and Freedoms" at Casa Loma, Kensington and St. James for staff, students and the general public.
17. March 1985 - one-hour seminar on child care at Casa Loma for students from all campuses.
18. March 1985 - one-hour workshop on computers for students in Introduction to Non-Traditional Occupations (INTO) at College Street.
19. March, April 1985 - presentation of Management Development Program for twenty-five female support staff. This is a 24-hour program to provide management training for women in order to increase the number of qualified female candidates for managerial positions and to diversify the occupational distribution of women employed by the College. The training program is to be followed by a two-to-four week team project in the spring of 1985 or by a three-to-four month management internship in the fall of 1985.

In addition, the AAAC Newsletter continued to be published monthly except for the summer months of June, July and August and in the post-strike period of November and December. Copies are distributed to all College staff and to forty-five out-of-college contacts.

In May 1984 George Brown College started a new program for women called Introduction to Non-Traditional Occupations (INTO) in the Community Services Division.

INTO is an eight-week program with open prerequisites offered for the purpose of exploring the possibilities of entering non-traditional occupations. The program includes the following components:

- personal development (self-confidence, changing roles, communications, health and safety);
- career planning (skills assessment, occupation information, hands-on experience, plant tours, role models);
- job search techniques (self-marketing for non-traditional jobs).

INTO graduates can go to WITT (Women Into Trades and Technology offered at Casa Loma), GIT (General Industrial Training), academic education, BTSD (Basic Training for Skill Development offered at Casa Loma), skill training, apprenticeship or employment.

There were several gains in the number of women in decision-making positions in the College in 1984 - 85 although the administration remains male dominated. In a December 1984 memo to all administrative staff, the President announced "significant organizational changes which have occurred in the recent past or will become effective in the New Year." Four of those changes concerned women newly appointed to management positions: Manager of the Ontario Career Assistance Program (OCAP), Manager of the new Ontario Youth Start Program in the Industrial Training Division, Associate Registrar, and Chairperson of the Continuing Education Department in the Health Sciences and Community Services Division.

In addition, two changes represented women with new titles to indicate their additional responsibilities (Associate Director of Personnel and School Liaison Coordinator, Student Services). One represented a woman with challenging responsibilities for exploring the possible introduction of a cooperative program that will include the operation of small retail shops on site and for examining the development of on-campus continuing education programs in the Business Division.

However, despite these continued activities and developments, much remains to be done if full equality is to be achieved in the College. Therefore, the AAAC has again established objectives that continue to reflect the primarily reactive, rather than proactive, situation in the College vis-a-vis affirmative action.

For 1985 - 86 the AAAC developed nine College - specific objectives in support of the three provincial objectives. They are as follows:

Provincial - Objective 1 To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Results - Oriented College - Specific Objectives:

- No. 1: To increase awareness and active support of affirmative action activities/goals in the College.
- No. 2: To increase the number of qualified female candidates for managerial positions and to diversify the occupational distribution of women employed by the College.

Provincial Objective 2: To diversify student enrolment.

Results-Oriented College - Specific Objectives:

- No. 1: To assist the divisions and departments in establishing and maintaining an environment conducive to the enrolment and graduation of female students.
- No. 2: To enhance the non-academic environment to encourage the enrolment and graduation of female students.
- No. 3: To develop a positive image of the College as an institution concerned with issues that are of particular importance to women.

- No. 4: To expand community awareness of the range and diversity of programs offered by the College.

Provincial Objective 3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Results-Oriented College-Specific Objectives:

- No. 1: To increase awareness of the implications of sex bias and sex-role stereotyping.
- No. 2: To increase the number of courses that reflect awareness of the contributions and contemporary roles of women.
- No. 3: To increase the number of women on policy-making committees.

Of the twenty-two strategies developed to bring about these objectives, eleven are new for 1985 -86 , four are repeated from 1984 -85, and seven were deferred from 1984 -85.

One of the major new thrusts for 1985 - 86 will be in the area of child care; increasingly there is awareness of the fact that inadequate child care prevents many parents from fully participating in the College, whether as employees or students. Since women are still the primary care-givers in our society, it is the female employee and the female student who is most hindered from achieving her full potential because of inadequate child care. Child care is one of the main concerns of the Ontario Women's Directorate, and the AAAC will make increasing use of this government agency to study needs and possibilities. (See Strategy 2.2.2.)

Also in 1985 - 86 the AAAC will continue its commitment to and leadership in management development. The first program in the winter and spring of 1985 was limited to female support staff; the second program will be offered to all female staff; succeeding programs will be opened to both women and men. (See Strategies 1.2.1, 1.2.2, 1.2.3.)

In May 1985 the AAAC is planning to present a major day-long conference at the St. James Campus. Open to the general public, the day's activities, speakers and panels will highlight economic issues that are of special interest to women. For example: affirmative action, equal pay for work of equal value, family law, pensions, retraining, child care and sexual harassment. (See Strategy 2.3.1.)

In 1984 - 85 the AAAC centered its activities on seven subcommittees: Child Care, Management Training, Marketing, Objectives, Sexual Harassment, Women and Computers, Women and Equality. The twenty-three women and three men of these subcommittees come from seven campuses and represent students (four), faculty (eight), support staff (six) and administrative staff (eight). It is with the continued commitment, enthusiasm, determination, and plain hard work of these people and others like them that we as a College will be able to bring about true equality that we so dearly need. To President Doug Light and the Board of Governors, I express the AAAC's deep appreciation for the support and leadership they show in providing our College with the opportunity for seeking equal opportunity for all.

However, only when **all** members of the College community accept the full responsibility and challenge for active implementation of affirmative action and long-range planning for equal opportunity will real change take place. In the meantime the AAAC will continue to provide the advice, assistance, encouragement and leadership that it has provided since its inception in the fall of 1981.

June Kingshott, B.A., M.Ed.
Executive Coordinator
Affirmative Action Advisory Committee

"One-wing of the bird is Man, the other wing is Woman. If the wings are not equal, the bird cannot fly."

Jens Angaangar Lyberth, Project Coordinator for the Native Inter-Agency Council, gave this explanation of equality of the sexes from his Inuit background.

SECTION II

REVIEW OF 1984 - 1985 OBJECTIVES

Affirmative Action Annual Report Objectives 1984/85

Objective #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Specific Objective #1: To increase awareness and active support of affirmative action activities/goals in the College.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
1.1.1. To provide for all managers, seminars which will raise consciousness of affirmative action activities both inside and outside the College.	- AAAC	All managers were invited by President to attend one-hour presentation in January on Management Development Program to be initiated by AAAC for female support staff.
1.1.2. To provide for staff and students, films/workshops/seminars which include information on affirmative action activities and concerns both inside and outside the College.	- AAAC	(i) One-hour seminar on child care in December at Casa Loma for B1SD students. (ii) One-hour seminar on "Equal Pay for Work of Equal Value" in January at Casa Loma; open to all staff and students and to general public. (iii) Screening of film Stand Up and Be Counted in February at Casa Loma, followed by discussion and reception to meet members of the AAAC; open to all staff and students. (iv) One-hour seminar on "Violence Against Women and Children" in February at Casa Loma; open to all staff and students and to general public. (v) One-hour presentation on "Equality Clause of Canadian Charter of Rights and Freedoms" in March at Casa Loma, St. James and Kensington; open to all staff and students and to general public.

Affirmative Action Annual Report
Objectives 1984/85

Objective #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Specific Objective #1: To increase awareness and active support of affirmative action activities/goals in the College.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
1.1.2. (cont'd.)		(vi) One-hour seminar on child care in March at Casa Loma; open to all students from all campuses.
1.1.3. To appoint representatives from the AAAC to College Advisory Councils.	- President	College Advisory Councils have been restructured. Representation by AAAC will be reviewed over the next year.

**Affirmative Action Annual Report
Objectives 1984/85**

Objective #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Specific Objective #2: To recommend policies and procedures to achieve occupational diversification and career development of women employed by the College.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
<p>1.2.1. To prepare a statistical report showing:</p> <ul style="list-style-type: none"> i) College-wide salary distribution by sex, ii) occupational distribution by sex, iii) job categories in which women's representation requires improvement, iv) hire/promotion progress report in job categories in which women are underrepresented, v) comparison of women's and men's experience in competitions for job categories in which women are underrepresented. 	<ul style="list-style-type: none"> - AAAC - Personnel - Research & Planning 	<p>Report scheduled for submission by May 31, 1985.</p>

**Affirmative Action Annual Report
Objectives 1984/85**

Objective #2: To diversify female student enrolment.

Specific Objective #1: To assist the divisions and departments in establishing and maintaining an environment conducive to the enrolment and graduation of female students.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
2.1.1. To examine all College publications for pictorial stereotyping.	- AAAC	Public Relations Officer of College previews material for <u>City College News</u> , <u>The Review</u> and all calendars to reduce possibility of any stereotyping. She also works as a consultant with many divisions in preparation of their material.
2.1.2. To meet with selected divisions and departments to discuss their activities for actively recruiting and graduating women.	- AAAC	Deferred; see objective 2.1.1 for 1985 - 86.
2.1.3. To establish a system whereby names of students withdrawing from programs are received by AAAC.	- AAAC - Registrar	Deferred; see objective 2.1.4 for 1985 - 86.
2.1.4. To prepare an analysis comparing student withdrawal rates from all programs to withdrawal rates found in non-traditional programs.	- AAAC - Registrar	Deferred; see objective 2.1.5 for 1985 - 86.

Affirmative Action Annual Report
Objectives 1984/85

Objective #2: To diversify female student enrolment.

Specific Objective #1: To assist the divisions and departments in establishing and maintaining an environment conducive to the enrolment and graduation of female students.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
2.1.5. To establish a system whereby the AAAC receives names of students enrolled in non-traditional programs. (These students could act as role models to encourage enrolment in non-traditional areas.)	<ul style="list-style-type: none"> - AAAC - Registrar - Deans 	Deferred; see objective 2.1.2 for 1985 - 86.
2.1.6. To establish a system to monitor labour-market success of graduates from selected non-traditional programs.	<ul style="list-style-type: none"> - AAAC - Registrar - Research & Planning - Student Services 	Deferred; see objective 2.1.3 for 1985 - 86.

Affirmative Action Annual Report
Objectives 1984/85

Objective #2: To diversify female student enrolment.

Specific Objective #2: To enhance the non-academic environment to encourage the enrolment and graduation of female students.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
2.2.1. To expand the activities and scope of the Casa Loma Network.	- AAAC	Deferred; see objective 2.2.1 for 1985 - 86.

Affirmative Action Annual Report
Objectives 1984/85

Objective #2: To diversify female student enrolment.

Specific Objective #3: To expand community awareness of the range and diversity of programs offered by the College.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
2.3.1. To establish an annual professional development day for elementary school teachers and counsellors to visit the College to see the programs in action.	- AAAC - Student Services - Deans	Deferred; see objective 2.3.1 for 1985 - 86.
2.3.2. To establish networks with minority women's groups in Toronto.	- AAAC	Continued contact with groups; reports made to AAAC by Executive Coordinator.

**Affirmative Action Annual Report
Objectives 1984/85**

Objective #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective #1: To increase awareness of the implications of sex bias and sex-role stereotyping.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
3.1.1.1. To provide a learning situation for the staff of a selected division on the implications of sex bias and stereotyping.	- AAAC	One-hour presentation in March by outside facilitator to Visual Art staff of Graphic Arts Division at St. James on bias and stereotyping with emphasis on sex bias and sex-role stereotyping.

Affirmative Action Annual Report
Objectives 1984/85

Objective #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective #2: To increase the number of courses that reflect awareness of the contributions and contemporary roles of women.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
3.2.1. To identify specific post-secondary areas in which the AAAC could offer a guest lecturer speaking to women's issues.	<ul style="list-style-type: none"> - AAAC - Dean, English & Liberal Studies - Vice-President-Academic 	<u>Film Killing Us Softly: The Image of Women in Advertising</u> shown to three post-secondary English classes at Casa Loma in December.

Affirmative Action Annual Report
Objectives 1984/85

Objective #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective #3: To increase the number of women on policy-making committees.

Strategy/Activity (What)	Responsibility (Who)	Achievement (What Happened)
3.3.1. To encourage selected deans to appoint more women to College Advisory Committees.	<ul style="list-style-type: none"> - Vice-President - Academic - Deans of Architectural Technology, Electro-Mechanical, Graphic Arts, Fashion Technology 	<p>Dean of Architectural Technology reported two additional women on advisory committees of the division.</p> <p>Dean of Electro-Mechanical reported two women on advisory committee of a new program.</p> <p>Dean of Graphic Arts reported three women now sit on advisory committees.</p> <p>Dean of Fashion Technology reported no additional women for that division at this time.</p>

SECTION III

**AFFIRMATIVE ACTION
OBJECTIVES, 1985 - 1986**

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Specific Objective #1: To increase awareness and active support of affirmative action activities/goals in the College.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.1.1.	To provide for all managers, seminars which will raise consciousness of affirmative action activities and concerns both inside and outside the College.	- AAAC	Every manager to attend a half-day presentation.
1.1.2	To make a presentation to the College Advisory Council on Affirmative Action activities and concerns within the College.	- AAAC	A half-hour presentation to the College Advisory Council by the executive coordinator and chairs of subcommittees.

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Specific Objective #2: To increase the number of qualified female candidates for managerial positions and to diversify the occupational distribution of women employed by the College.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.2.1.	To present a management training program for female staff who have identified advancement in management as a career goal.	- AAAC - President	Management training sessions presented to 10 percent of the female staff.
1.2.2	To implement a management training internship program specifically for selected support staff women who participated in the management training program in the spring of 1985.	- AAAC - President	Placement of up to 4 women in an internship program with a dean, director, chair or manager for a period of 4 to 6 months starting in the fall of 1985.
1.2.3.	To implement a number of short-term projects for the graduates of the management training program who do not take part in the internship program of objective 1.2.2.	- AAAC - President	Projects of 2 to 4 week duration selected by appropriate managers and participants; to be undertaken in the spring of 1985.

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #2: To diversify female student enrolment.

Specific Objective #1: To assist the divisions and departments in establishing and maintaining an environment conducive to the enrolment and graduation of female students.

Strategy/Activity (What)		Responsibility (Who)	Measurement Criteria (How)
2.1.1.	To meet with selected divisions and departments to discuss their activities for actively recruiting and graduating women.	- AAAC	At least one meeting with the selected divisions and departments.
2.1.2.	To establish a system whereby the AAAC receives the names of students enrolled in non-traditional programs. (These students could act as role models to encourage enrolment in non-traditional areas.)	- AAAC - Registrar	System established by September 1, 1985.
2.1.3	To establish a system to monitor labour-market success of graduates from selected non-traditional programs.	- AAAC - Registrar - Research & Planning - Student Services	System established by March 31, 1986.
2.1.4.	To establish a system whereby names of students withdrawing from programs are received by AAAC.	- AAAC - Registrar - Research & Planning	System established by September 1, 1985.
2.1.5.	To prepare an analysis comparing student withdrawal rates from all programs to withdrawal rates found in non-traditional programs.	- AAAC - Registrar - Research & Planning	Report with statistical analysis to be submitted to President by March 31, 1986.

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #2: To diversify female student enrolment.

Specific Objective #2: To enhance the non-academic environment to encourage the enrolment and graduation of female students.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.2.1.	To expand the activities and scope of the Casa Loma Network.	- AAAC - SAC	Increase in the number of women participating and in the variety of activities.
2.2.2.	To explore the need for and feasibility of a College-sponsored child care facility.	- AAAC	A report to be submitted to the AAAC by November 1985.

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #2: To diversify female student enrolment.

Specific Objective #3: To develop a positive image of the College as an institution concerned with issues that are of particular importance to women.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.3.1. To present a day-long conference for the general public to highlight economic issues that are of special importance to women. Topics to include child care, pensions, equal pay for work of equal value, family law, affirmative action, retraining, sexual harassment.	- AAAC - President	Conference presented to the general public on May 15, 1985 at St. James Campus.

Affirmative Action Annual Report
Objectives 1985/86

Objective #2: To diversify female student enrolment.

Specific Objective #4: To expand community awareness of the range and diversity of programs offered by the College.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.4.1	To establish an annual professional development day for elementary school teachers and counsellors to visit the College to see the programs in action.	- AAAC - Student Services - Deans	One professional development day in the 1985-86 academic year.

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective #1: To increase awareness of the implications of sex bias and sex-role stereotyping.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.1.1. To provide a learning situation for the staff of a selected division on the implications of sex bias and stereotyping.	- AAAC	At least one meeting with the selected division and an outside facilitator.
3.1.2. To offer to provide to deans of selected divisions professional development sessions in Affirmative Action/Equal Opportunity issues.	- AAAC	One professional development session with at least one division.

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective #2: To increase the number of courses that reflect awareness of the contributions and contemporary roles of women.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.2.1.	To identify specific post-secondary areas in which the AAAC could offer a guest lecturer or film on women's issues.	<ul style="list-style-type: none"> - AAAC - Dean, Academic Division - Vice-President - Academic 	Six guest lecturers or films addressing selected second-year post-secondary students in English courses at Casa Loma and St. James.
3.2.2.	To compile a library of human and media resources which the AAAC feels would be of use to the various technological areas.	<ul style="list-style-type: none"> - AAAC - Director of Library and Audio-Visual Services 	Provide a list of human and media resources to all chairpersons.
3.2.3.	To investigate the possibility of offering to the staff a course in basic general household maintenance (which could include basic plumbing, woodwork, electrical wiring, etc.)	<ul style="list-style-type: none"> - AAAC - Dean of Architecture - Dean of Continuing Education 	One course offered during the 1985-86 academic year.
3.2.4.	To offer to act as an advisory committee to the Division of Continuing Education to expand the offerings in Continuing Education in specific areas which concern women.	<ul style="list-style-type: none"> - AAAC - Dean of Continuing Education 	At least 2 more courses in continuing education offered in the academic year 1985-86.

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Objective #2: To increase the number of courses that reflect awareness of the contributions and contemporary roles of women.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.2.5. To continue to provide for students, workshops on women and computers.	- AAAC	At least 1 workshop presented at each major campus.

**Affirmative Action Annual Report
Objectives 1985/86**

Objective #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective #3: To increase the number of women on policy-making committees.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.3.1. To continue to encourage selected deans to appoint more women to College Advisory Committees.	<ul style="list-style-type: none"> - Vice-President - Academic - Deans of Architectural Technology, Electro-Mechanical, Graphic Arts, Fashion Technology 	At least one more woman on each advisory committee of the selected divisions.

SECTION IV

GEORGE BROWN COLLEGE OBJECTIVES, 1985 - 1986

COLLEGE OBJECTIVES 1985/86

1. **GROWTH**

Increase enrolment by building on past successes, introducing new programs and courses, using innovative teaching techniques, and extending our services to a wider public.

2. **IMAGE**

Develop a sense of pride in our College by encouraging co-operative activities among all departments, emphasizing excellence, and publicizing individual achievement.

3. **STAFF DEVELOPMENT**

Generate programs and activities which will provide all College staff with opportunities for career development, accommodate technological advancement, and effectively respond to the changing needs of our community.

4. **RESEARCH**

Conduct academic research addressing areas such as -- the needs and interests of adult learners, the effectiveness of alternative delivery systems, the role of computer assisted instruction, and the use of the electronic media for expanded instructional services.